STN	Manažérstvo inovácií. Časť 3:Inovačné zmýšľanie.	STN P CEN/TS 16555-3
		01 0312

Innovation management - Part 3: Innovation thinking

Táto norma obsahuje anglickú verziu európskej normy. This standard includes the English version of the European Standard.

Táto norma bola oznámená vo Vestníku ÚNMS SR č. 08/15

Obsahuje: CEN/TS 16555-3:2014

121336

Úrad pre normalizáciu, metrológiu a skúšobníctvo SR, 2015 Podľa zákona č. 264/1999 Z. z. v znení neskorších predpisov sa môžu slovenské technické normy rozmnožovať a rozširovať iba so súhlasom Úradu pre normalizáciu, metrológiu a skúšobníctvo SR.

TECHNICAL SPECIFICATION SPÉCIFICATION TECHNIQUE TECHNISCHE SPEZIFIKATION

CEN/TS 16555-3

December 2014

ICS 03.100.40; 03.100.50

English Version

Innovation management - Part 3: Innovation thinking

Management de l'innovation - Partie 3 : Réflexion axée sur l'innovation

Innovationsmanagement - Teil 3: Innovatives Denken

This Technical Specification (CEN/TS) was approved by CEN on 27 October 2014 for provisional application.

The period of validity of this CEN/TS is limited initially to three years. After two years the members of CEN will be requested to submit their comments, particularly on the question whether the CEN/TS can be converted into a European Standard.

CEN members are required to announce the existence of this CEN/TS in the same way as for an EN and to make the CEN/TS available promptly at national level in an appropriate form. It is permissible to keep conflicting national standards in force (in parallel to the CEN/TS) until the final decision about the possible conversion of the CEN/TS into an EN is reached.

CEN members are the national standards bodies of Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, Former Yugoslav Republic of Macedonia, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey and United Kingdom.



EUROPEAN COMMITTEE FOR STANDARDIZATION COMITÉ EUROPÉEN DE NORMALISATION EUROPÄISCHES KOMITEE FÜR NORMUNG

CEN-CENELEC Management Centre: Avenue Marnix 17, B-1000 Brussels

© 2014 CEN All rights of exploitation in any form and by any means reserved worldwide for CEN national Members.

Ref. No. CEN/TS 16555-3:2014 E

Contents

Forewo	ord	.3		
Introduction4				
1	Scope	.5		
2	Normative references	.5		
3	Terms and definitions	.5		
4	Innovation thinking			
4.1 4.2	General Key drivers			
4.2	Supportive behaviours and competencies			
4.3.1	General			
4.3.2 4.3.3	Behaviours Competencies			
5	Innovation thinking – steps involved	7		
5.1	General	.7		
5.2 5.3	Step 1 – Information gathering Step 2 – Generating solutions			
5.4	Step 3 – Rapid learning	.9		
5.5 5.6	Step 4 – Validation Step 5 – Synthesis of outputs			
5.8 5.7	Step 6 – Outcomes			
Annex	Annex A (informative) Case Studies			
A.1	Case study 1: Company A	11		
A.1.1	Introduction	11		
A.1.2	Process	11		
A.1.3	Step 1 – Information gathering	12		
A.1.4	Step 2 – Generating solutions	12		
A.1.5	Step 3 – Rapid learning	12		
A.1.6	Step 4 – Validation	12		
A.1.7	Step 5 – Synthesis of outputs	12		
A.1.8	Step 6 – Outcomes	12		
A.2	Case study 2 – Company B	13		
A.2.1	Introduction	13		
A.2.2	Process	14		
A.2.3	Step 1 – Information gathering	14		
A.2.4	Step 2 – Generating solutions	14		
A.2.5	Step 3 – Rapid learning	14		
A.2.6	Step 4 – Validation 1	14		
A.2.7	Step 5 – Synthesis of outputs	15		
A.2.8	Step 6 – Outcomes	15		
Bibliog	Bibliography			

Foreword

This document (CEN/TS 16555-3:2014) has been prepared by Technical Committee CEN/TC 389 "Innovation Management", the secretariat of which is held by AENOR.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. CEN [and/or CENELEC] shall not be held responsible for identifying any or all such patent rights.

This document is not intended for the purpose of certification.

The CEN/TS 16555 series consists of the following parts with the general title Innovation management:

- Part 1: Innovation Management System;
- Part 2: Strategic intelligence management;
- Part 3: Innovation thinking;
- Part 4: Intellectual property management;
- Part 5: Collaboration management;
- Part 6: Creativity management;
- Part 7: Innovation management assessment.

Part 7 is in preparation.

According to the CEN-CENELEC Internal Regulations, the national standards organizations of the following countries are bound to announce this Technical Specification: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, Former Yugoslav Republic of Macedonia, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey and the United Kingdom.

Introduction

Innovation thinking is a structured approach whereby information, insights and experiences are sought out and employed for the purpose of maximizing opportunities and solving problems which deliver desirable outcomes to the marketplace. This approach can complement other methods used in innovation.

It is a context sensitive approach that develops an evolving knowledge base, which is then used to elicit and sustain change that should have effective and enduring economic, social and/or ecological value according to organizational purpose.

Those who adopt innovation thinking as part of their working dynamic should develop adaptive advantages that will help them become more agile in the marketplace and create more value for their external and internal stakeholders. Case studies are included in Annex A.

1 Scope

This Technical Specification sets out guidance for an approach to innovation thinking. Innovation thinking can be used at all levels within the organization.

This part provides guidance on how to integrate the core values of innovation thinking into any organization. It provides an approach to balancing the risks and the business viability appropriate to the selected opportunity or problem. It provides top management with an approach for the evaluation of possible outcomes and the determination of the "best fit" for the organization's current strategy.

It is suitable for all types and sizes of organizations including SMEs and is intended for broad application. However, those who are responsible for implementing and managing innovation within such organizations may find this document particularly useful.

2 Normative references

The following documents, in whole or in part, are normatively referenced in this document and are indispensable for its application. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

CEN/TS 16555-1, Innovation Management — Part 1: Innovation Management System

koniec náhľadu – text ďalej pokračuje v platenej verzii STN